Office of Human Resources
FY11 Performance Plan

Contribution to Montgomery County Results

A Responsive and Accountable County Government
Affordable Housing in an Inclusive Community
An Effective and Efficient Transportation Network
Children Prepared to Live and Learn
Healthy and Sustainable Communities
Safe Streets and Secure Neighborhoods
A Strong and Vibrant Economy
Vital Living for all of Our Residents

Contribution of OHR

What OHR Does and for Whom	How Much
Overall The mission of the Office of Human Resources is to provide a proactive and responsive human resources program that attracts, develops, and retains a diverse, high performing, and well qualified workforce.	**FY11 Budget:** $6 million (General Fund) EE Health Benefits Self-Insurance Fund (12.7 WYs; Budget; $191.6 million) **Number of Employees:** Work Years = 49.1
Director's Office The Director's Office is responsible for: human resources policy development and planning; the administration of human resources programs; direct the design and implementation of new initiatives to better serve customers and improve organizational performance.	$0.68million 3.8 work years (WYs)
Business Operations and Performance Help employees and supervisors achieve the organization's overall vision and priority objectives through human and technological resources. Review and evaluate the duties and responsibilities of individual positions and occupational classes. Ensure that employees are accurately and appropriately compensated. Provide management and oversight to records management, financial management of the budget and employee health benefits and retirement funds. Processes personnel actions.	$1.31 million 11.8 work years (WYs)

Change Management, Training, and Organizational Development Administer a centralized workforce development and change management program that recognizes employee's contributions, develops leadership competencies and facilitates professional and personal development and improved organizational effectiveness.	$0.62 million 5 work years (WYs)
Selection and Recruitment Recruit and hire permanent and temporary employees through outreach activities, providing guidance to departments, new employee orientation and administration of examinations.	$1.04 million 7.4 work years (WYs)
Labor and Employee Relations Negotiate collective bargaining agreements on behalf of the County Executive. Provide early intervention strategies in workplace disputes. Implement personnel policy and personnel regulation changes.	$1.13 million 7.0 work years (WYs)
EEO and Diversity Management Investigate complaints of harassment and discrimination by and against employees. Conduct mandatory and requested EEO training. Diversity management, maintain and analyze demographic statistics.	$0.24 million 2.0 work years (WYs)
Benefits and Information Management Manage the County's group insurance and retirement benefit programs. Provide management and oversight to the department's information technology initiatives. *This dollar value also includes claim payments.* ***The number of work years does not include employees in other departments who are partially funded by the group insurance fund.*	$191.11 million * 9.8 work years (WYs)**
Occupational Medical Services Provide multi-disciplinary occupational medical services, including health promotion, work-related medical and safety hazard assessments, and employee disability management in order to promote the health, wellness, and productivity of the County workforce.	$1.43 million 2.3 work years (WYs)

Headline Performance
Measure 1: Labor/Employee Relations

Percent of Grievances Resolved Before Reaching a Third Party Neutral
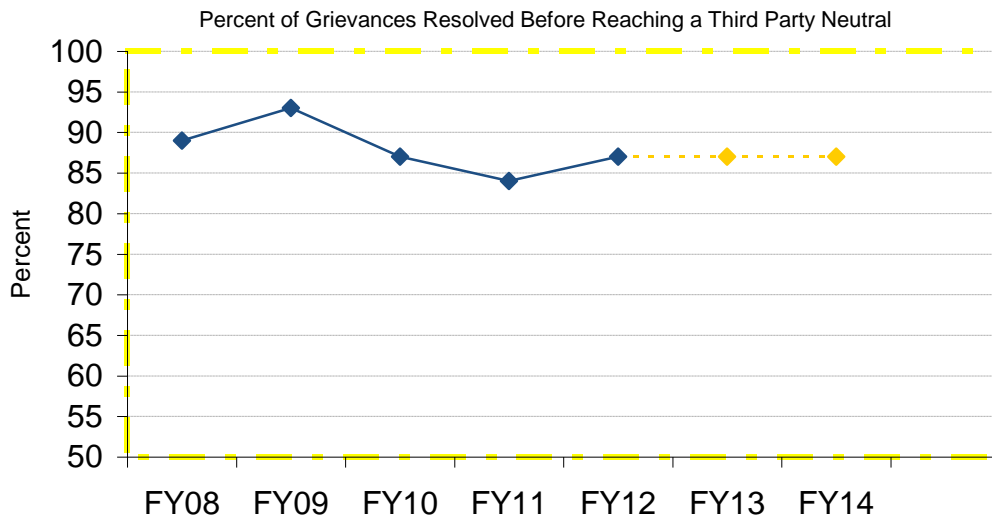
The Story Behind the Performance
Contributing Factors:
1. Support from the County Attorney's Office and other County departments in protecting the County's interests
2. Employees and managers carry out their work in accordance with the collective bargaining agreements and the County Personnel Regulations.
3. OHR trains managers in basic labor relations tools to manage performance and address employee conduct prior to formal disciplinary action.
4. Willingness of the unions to collaborate and reach mutual settlements of disputes and adverse actions

Restricting Factors:
1. Political factor-unions faced with pressure from membership.
2. Labor arbitration and operating budget.
3. A Labor Relations manager position was vacant during all of FY10, and seven months of FY 11.
4. Changes to the MCGEO bargaining agreement now allow for the appealing of grievances to mediation through the Federal Mediation and Conciliation Service. These mediations are provided free of charge. This change correlates to the increase in MCGEO grievances appealed to a 3rd party neutral.

What We Propose to Do to Improve Performance:
1. Create a more harmonious labor relations atmosphere by collaborating with departments and unions, both at the top and front line delivery of services and tools.
2. Training of departments and advising them on the best possible management decisions to successfully avoid third party hearings.
3. Move towards Interest Based Bargaining for non-economic items so that Labor and Management have a better understanding of interests and can implement those interests as items of interests are negotiated.

4. To prepare for negotiations, be sure that appropriate resource allocation occurs through the budget process, including resources necessary to secure top consultant and legal advice and support.
5. Through the expansion of the online performance evaluation system, OHR will monitor performance and provide guidance to managers and supervisors for consistency and to ensure accountability and be able to set performance expectation and goals.

Measure 2: **County General Workforce Data based on Race and Ethnicity**

	FY08	**FY09**	**FY10**	**FY11**	**FY12 Proj.**	**FY13 Proj.**
White	**56%**	**55%**	**57%**	**54%**	54%	54%
Black	**27%**	**27%**	**28%**	**29%**	29%	29%
Asian	**6%**	**6%**	**6%**	**6%**	6%	6%
Hispanic	**8%**	**8%**	**7%**	**8%**	8%	8%
Native American	**1%**	**1%**	**1%**	**1%**	1%	1%
Not identified	**2%**	**3%**	**2%**	**2%**	2%	2%

County Workforce Data for Management Leadership Service Employees (MLS) based on Race and Ethnicity

	Native American	**African American/ Black**	**Asian**	**Hispanic/ Latino**	**White**	**Other**	**Total**
FY08	1	58	23	12	244	5	**343**
FY09	1	67	25	13	255	5	**366**
FY10	1	61	24	15	244	4	**349**
FY11	1	59	23	15	234	4	**336**

The Story Behind the Performance
Contributing Factors*:*

The Office of Human Resources-EEO Compliance and Diversity Team provided demographic (race, ethnicity and gender) data for the County's workforce for a period of four fiscal years. The data does not show significant increase of representation of ethnic and racial groups in the County workforce. However, some increases are related to the following contributing factors:

1. Strategic efforts of OHR to increase representation in all job groups, particularly in management ranks.

2. Establishment of internal OHR process with Director, Community Outreach Manager, Recruitment and Selection Manager, and EEO & Diversity Manager to review each hiring process for MLS only.

**Restricting Factors*:*

Factors which may limit the County's ability to increase representation at its established goals or be more aggressive include:

1. The County hiring freeze (limitation on internal candidates only when vacancies exist). Vacancies strictly limited to "internal candidates only", also strictly limits the applicant pool as it relates to diversity.
2. Reduction in force which is strictly limited hiring to internal candidates reduces the pool of diverse candidate overall, particularly and disproportionately, as it relates to the management (MLS) ranks.
3. Departmental budget cuts strictly limited and drastically reduced recruitment initiatives to **targeted** groups. Departments submit recruitment plans with little or no monies allocated for diversity recruitment efforts, and little to no outreach to diverse communities.
4. Published RIF may discourage candidates who perceived employment as unstable.
5. Departmental reductions affecting number of recruiters and role of recruiters— recruiters performing non-recruitment activities and recruitment personnel staffing levels significantly reduced in departments.
6. Budgetary cuts in advertising--advertising efforts limited to free media sources which limited access to information regarding vacancies by specific groups and included little to no **targeted** outreach.

What We Propose to Do to Improve Performance:

1. Monitor hiring practices at all levels of employment with an emphasis on MLS vacancies, in particular.
2. Consider removing "internal candidate only requirement" for vacancies where there is evidence, as there are in most vacancies, of underutilization in specific job groups.
3. Require departments to use a small portion of departmental budgets for proactive recruitment efforts, which include advertisement and outreach to specific groups, in furtherance of diversifying applicant pools in general workforce and MLS vacancies.
4. Implement additional items recommended by OHR's MLS Diversity Hiring team relating to preferred criteria, on-boarding, mentoring, and succession planning

Measure 3: Average Recruitment Time and Satisfaction with Candidate Pool

Average Recruitment Time

Satisfaction of Departments with Pools of Candidates for Positions (1 - 5)
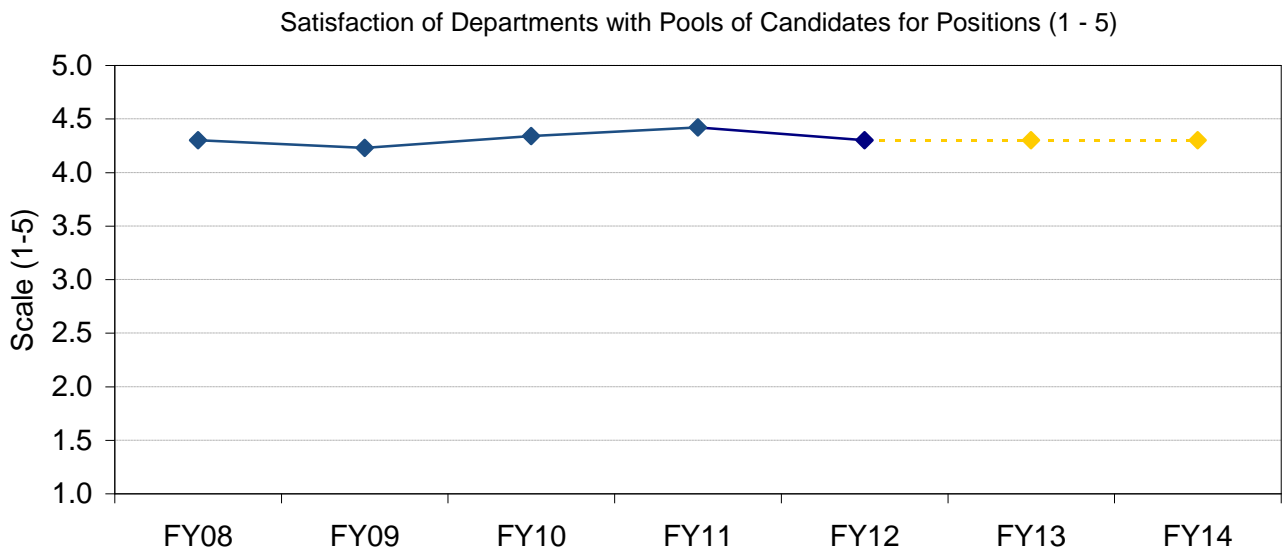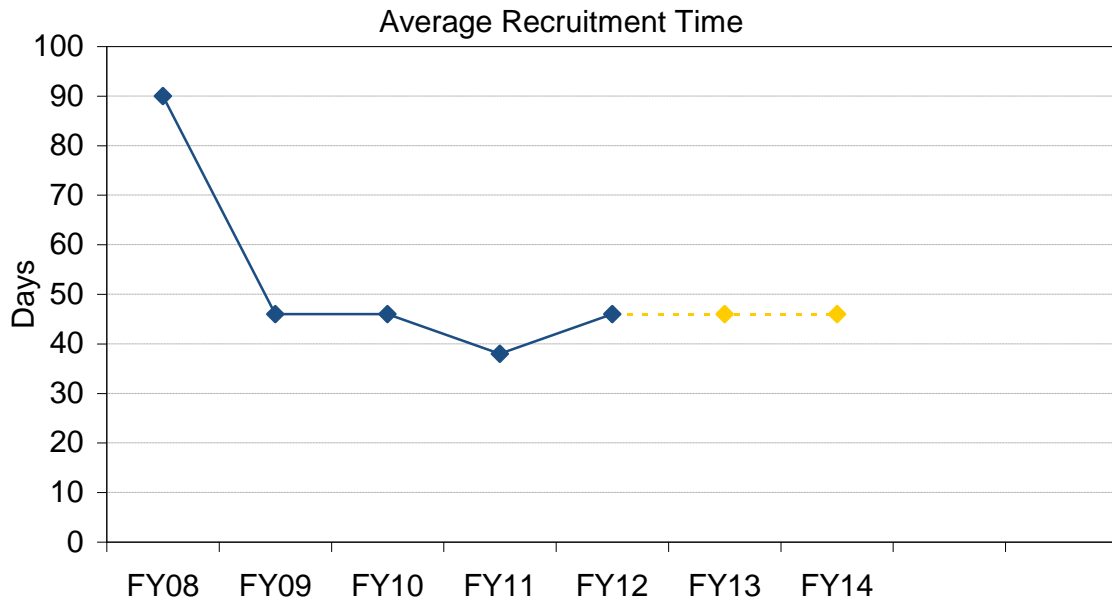
The Story Behind the Performance

Contributing Factors:
1. Decrease in overall number of applications received due to hiring freeze and RIFs.
2. Decrease in job announcements open to the general public and overall.
3. Majority of recruitments open to Employees Only unless specifically exempted for Outside recruitment.
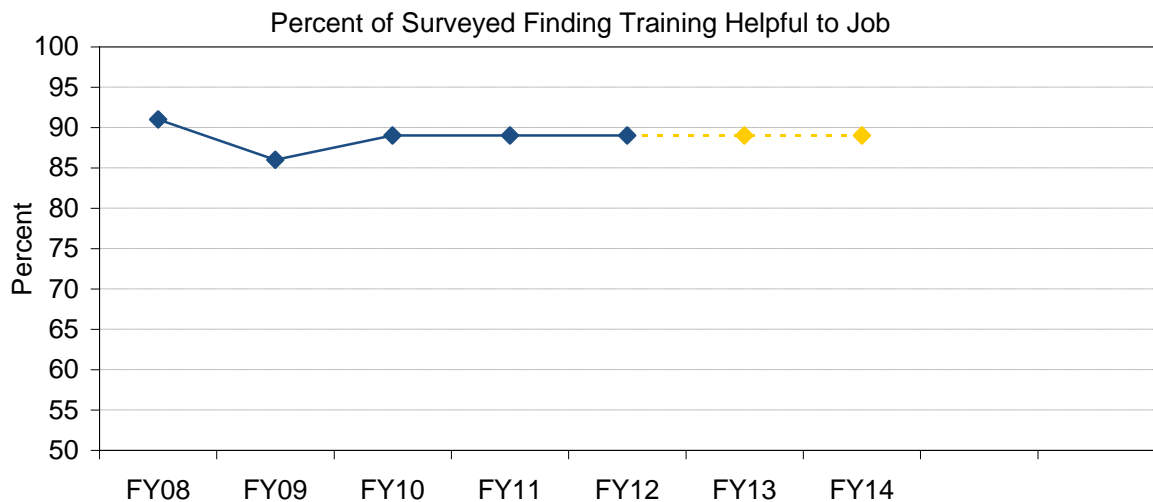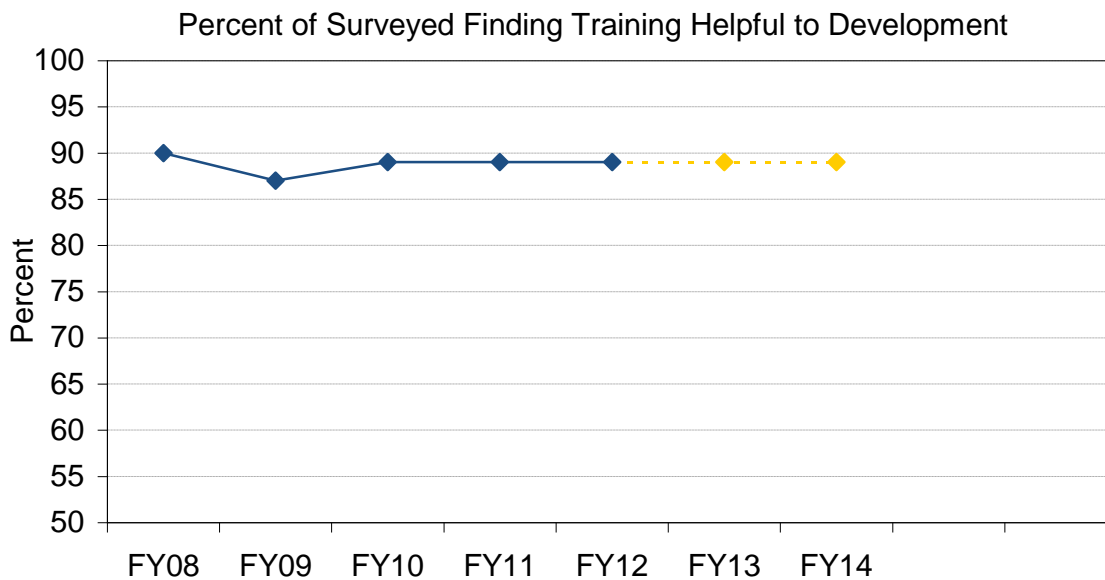
Restricting Factors
1. Continued hiring freeze and two exemption processes.
2. Mid year hiring moratorium.
3. Reduction-In-Force.
4. Implementation of a new online application process.

What We Propose to Do to Improve Performance
1. Continue to evaluate and adjust the MLS Recruitment Process as a means to improve diversity in the management team.
2. Continue to educate departments and applicants regarding the Hiring Preference, QUEST Program, and Customized Employment Public Intern Program as and additional means to improve diversity throughout the County.
3. Implement additions to the on-boarding process to strengthen the current process.
4. Work with departments to education, train and facilitate their awareness and knowledge of the new online employment system and requirements.
5. Continue to seek ways to enhance the efficiency and effectiveness of the recruitment and selection function.

Measure 4: Customer Satisfaction with Training

Percent of Surveyed Finding Training Helpful to Job

Percent of Surveyed Finding Training Helpful to Development

The Story Behind the Performance

Contributing Factors:

1. Offered 782 instructor-led courses taken by over 4,000 employees who completed a total of 11,510 courses. On average, each of these employees took approximately 3 courses in FY11. OHR added 9 new Computer Based Training Programs in FY11.
2. OHR partnered with MontgomeryWorks and Business Health Services (County's EAP provider) to offer over 36 training courses completed by over 300 employees impacted by Reduction in Force.
3. OHR added an additional 20 course offerings no extra cost utilizing the Business Health Services, our Employee Assistance Program vendor, to provide bi-monthly "Lunch and Learn" programming on stress management, career management, health and wellness, leadership and effective communication skills at work.

Restricting Factors:

1. As a result of fiscal and staffing constraints, several Training and Development programs were not offered in FY11 including the Montgomery's Best Awards Program, Management Leadership Institute, and the Management Development Program.
2. OHR offered 35 instructor led computer software training course in FY11 with 416 employees completing the courses. Fifty percent (35 courses) of all OHR sponsored computer software training courses were cancelled due to fiscal constraints as of January, 2011 with 340 employees on the course wait lists. Funding in the past seven years for computer software training has been cut by 81% ($221,610) as the need for technologically prepared employees has increased substantially.
3. Since FY10 two full-time positions and one part-time position were eliminated.

What We Propose to Do to Improve Performance:

1. Identify staffing and fiscal resources to enable the continued expansion of the use of computer based training within the County.
2. Continue to partner with members of the Interagency Training Committee to provide jointly sponsored programs and services.
3. Provide "Train-the-Trainer" program for computer software training.

Measure 5: Responsive Customer Service

Average Customer Satisfaction Survey Overall Rating (1 - 4)
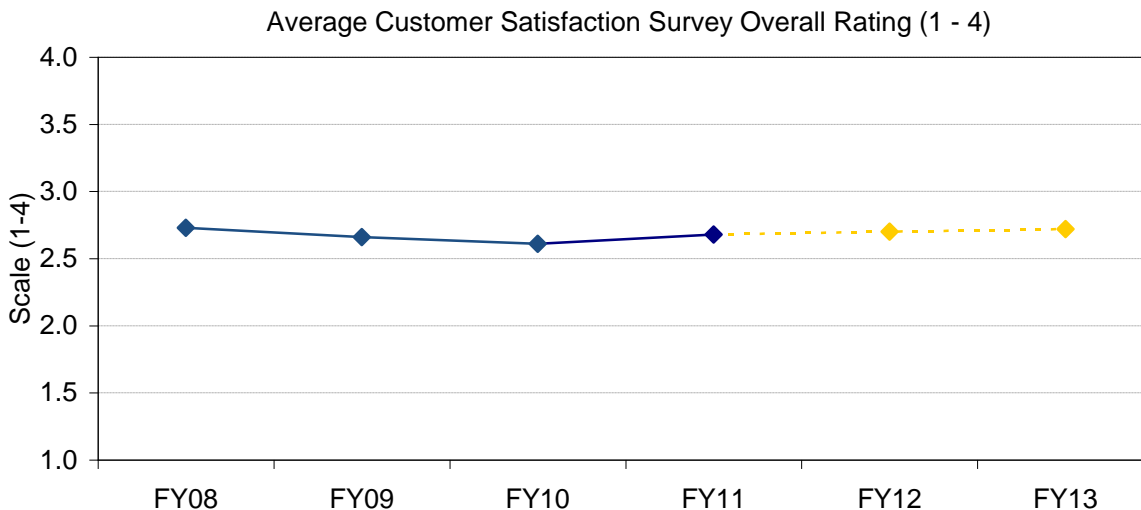
The Story Behind the Performance

Contributing Factors:
1. OHR pushes information out to the customer with the use of its electronic resource library and information technology applications.
2. OHR impacts a large population because it services the total employee population and external stakeholders.
3. OHR can be creative and innovative because of its vast services and diverse population.
4. When OHR representatives serve as business partners within the departments the rate of satisfaction is high. For example OHR has representatives detailed to Public Libraries and the Police Department. The departments have expressed interest in continuing this relationship.
5. OHR Collaborates/partners with other departments, i.e., Classification partnered with OMB to implement position transaction, Rewarding Excellence/gainsharing partners with departments to implement cost saving services. Recruitment and staffing works with hiring managers to get more focused criteria for minimum and preferred qualifications thereby reducing issues concerned with applicant qualifications and fit. Training and Organizational Development partners with Interagency Training Teams and local governments and therefore earned NACo awards for this effort.
6. OHR has developed Standard Operating Procedures (SOPs).

Restricting Factors:
1. OHR has a diverse group of customers with different needs and diverse services, therefore it may be impossible to ensure that all customers are very satisfied.
2. Focus has been on the implementation of ERP. Therefore, there has been a decrease in focus on other aspects of customer service.
3. Significant decrease in OHR's workforce decreases the services that OHR provides.
4. ERP information technology system which is a vanilla system with no customizations replaces customized information technology systems. Therefore, it requires organizational change and managing of stakeholder expectations.

What We Propose to Do to Improve Performance:

1. Have HR Liaison Quarterly meetings to discuss issues and concerns, Q & A, any new items being implemented, discuss ERP changes and items where there are recurrent mistakes.
2. Update HR resource library
3. Establish call center in cooperation with MC311 to focus on employee benefit questions
4. Improve communications to all stakeholders
5. Study the feasibility of duplicating matrixed HR employees in operating agencies—use the model currently in place with MCPD and NCPL.
6. Study the feasibility of implementing a case management IT solution for disability retirement, EEO, Labor, etc.
7. Aligning HR functions to processes which may include reorganization in order to produce critical outcomes.
8. Ensure that staff responds consistently to requests from departments
9. Continue to update SOPs.
10. Continue with the implementation of ERP.

Measure 6: Health Benefits – Healthcare Trend History

NOTE: CY2010 data was updated through the end of 2010. CY2010 data provided last year was through the September 30, 2010 and this year's 2011 data is through September 30, 2011.

Trend Rate History - MCG Trend vs. Kaiser Survey Trend
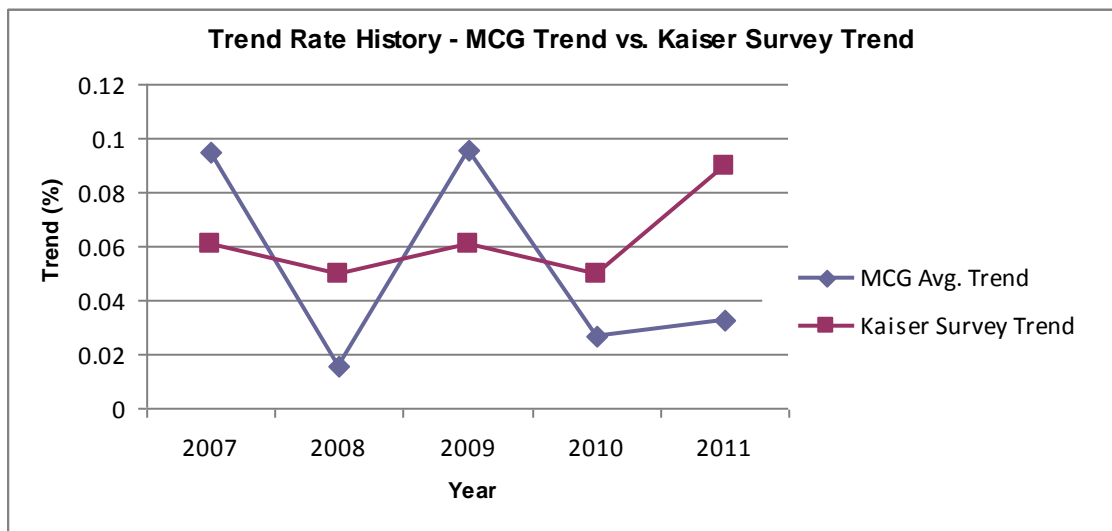
OHR has identified a series of sub-measures to support the headline measure:

Healthcare Trend History

Point-of-Service (POS) average per employee per month medical and prescription costs

Health Maintenance Organization (HMO) average per employee per month medical and prescription costs
Sub-Measures 1 & 2: Trend (%) - Average per employee per month medical and prescription costs

Trend (%)	2007	2008	2009	2010	2011
POS - MCG	8.3%	0.1%	9.1%	5.8%	-2.3%
Aon Hewitt Trend Survey (Natl)	10.8%	10.5%	10.4%	10.6%	10.0%
HMO - MCG	14.7%	3.5%	8.6%	-3.1%	17.5%
Aon Hewitt Trend Survey (Natl)	10.9%	10.6%	10.4%	10.5%	9.8%

Note: Montgomery County trend is based on average per employee per month medical and prescription costs. Aon trend is from Aon Hewitt Survey 2011.

Cost containment for the County's prescription plan

Prescription costs: Actual versus expected costs

Effect of Prescription Cost Reduction Strategies on Per Capita Claims (Absent plan design and cost sharing changes.)

	2008	2009	2010	2011
Actual Net Cost	$1,636	$1,659	$1,678	$1,746
Expected Net Cost	$1,636	$1,794	$1,968	$2,144

Prescription costs: Retail versus mail order prescription costs

Utilization – Retail vs. Mail Order Prescriptions (Based on Caremark's 2011 report, the mail utilization for their book of business is 20.3% and for the government industry is 20.4%.)

	2008	2009	2010	2011
Retail	86.9%	77.4%	70.9%	70.0%
Mail Order	13.1%	22.6%	29.1%	30.0%

Prescription costs: Brand drugs versus generic drugs

Utilization – Brand Drugs vs. Generic Drugs (Based on Caremark's 2011 report, the difference in cost for a generic drug is on average about $90 less than for a brand drug.)

	2008	2009	2010	2011
Brand Drugs	46.2%	44.4%	39.4%	36.3%
Generic Drugs	53.8%	55.6%	60.6%	63.7%

Prescription costs: Shift in high option prescription employee/employer cost-share

Employer contributions to the High Option prescription plan are limited to the value of the employer contribution of the Standard Option prescription plan.

High $4/$8 Option Employer Contribution

Strategy	2008	2009	2010	2011
80% ER cost-share	$119.50	$121.72	$137.75	$146.18
Buy-up cost-share	$119.50	$97.38	$97.38	$97.38

High $5/$10 Option Employer Contribution

Strategy	2008	2009	2010	2011
80% ER cost-share	$0.00	$120.14	$135.96	$144.29
Buy-up cost-share	$0.00	$97.38	$97.38	$97.38

The Story Behind the Performance

Measure 7: Retirement Benefits - Monitor the ERS disability retirement process for active employees and continuing the re-evaluation of retirees receiving disability retirement

At present, OHR has identified a series of sub-measures to monitor disability retirement:

Total cost difference between accrual and disability retirement amounts

Number of disability retirees

Number of retiree re-evaluations

Number of disability applications

Total Cost Difference Between Accrued and Disability Retirement Amounts

The temporary system developed to provide this data is dependent on the legacy HRB system. With the deployment of the OHR ERP modules in January 2011, OHR expects to begin using the Business Intelligence Tool data warehouse to continue providing this data in the future. Therefore, the data for 2011 is not available.

By Department	Total Cost Difference Between Accrued and Disability Amount					
	2005	2006	2007	2008	2009	2010
Environmental Protection	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
General Service	$0.00	$23,009.00	$35,985.00	$0.00	$25,824.00	$0.00
Housing & Community Affairs	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Liquor Control	$0.00	$49,225.00	$39,286.00	$0.00	$0.00	$0.00
Corrections and Rehabilitation	$39,617.00	$72,905.00	$45,524.00	$30,066.00	$23,454.00	$28,079.00
Transportation	$25,216.00	$12,698.00	$13,275.00	$45,761.00	$0.00	$0.00
Permitting Services	$0.00	$21,683.00	$4,401.00	$0.00	$0.00	$0.00
Finance	$0.00	$0.00	$0.00	$24,842.00	$0.00	$0.00
Health and Human Services	$5,400.00	$17,759.00	$7,339.00	$8,894.00	$0.00	$210.00
Libraries	$10,314.00	$21,833.00	$0.00	$0.00	$0.00	$0.00
Fire and Rescue	$83,310.00	$199,010.00	$64,489.00	$63,754.00	$20,185.00	$41,756.00
Police	$181,639.00	$347,218.00	$167,979.00	$465,558.00	$190,568.00	$252,703.00
Emergency Mgmt & Homeland Security	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Human Resources	$0.00	$0.00	$19,971.00	$0.00	$0.00	$0.00
Management & Budget	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Recreation	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Sheriff's Office	$0.00	$0.00	$45,887.00	$32,932.00	$0.00	$0.00
All Departments	$352,063.00	$765,340.00	$444,136.00	$671,807.00	$281,190.00	$411,883.00
2010 Dollars (with COLAs through 7/1/2009)	$399,963.00	$839,378.00	$471,571.00	$687,909.00	$281,706.00	$411,883.00

Note: The cost of disability retirement is calculated as the eligible disaiblity benefit
(either the minimum disability benefit or the accrued benefit, whichever is greater) minus the accrued benefit.
Data by fiscal year 07/01/2005 through 06/30/2010, by department.

Number of Disability Retirees

By Department	2006	2007	2008	2009	2010	2011
Environmental Protection	0	1	0	0	0	0
General Service	2	3	1	2	0	0
Housing & Community Affairs	1	0	0	0	0	0
Liquor Control	3	2	0	2	0	0
Corrections and Rehabilitation	3	3	1	0	2	0
Transportation	6	5	5	0	0	3
Permitting Services	1	1	0	0	0	0
Finance	0	0	1	0	0	0
Health and Human Services	3	2	1	0	0	0
Human Rights	0	0	0	0	1	0
Libraries	2	1	0	0	0	0
Fire and Rescue	14	5	7	5	1	3
Police	24	13	24	10	17	12
Emergency Mgmt & Homeland Security	0	0	0	1	0	0
Human Resources	0	1	0	0	0	0
Management & Budget	0	0	0	0	0	0
Recreation	0	1	0	0	0	0
Sheriff's Office	0	2	1	0	0	0
All Departments	59	40	41	20	22	18

Data by fiscal year 07/01/2006 through 12/31/2010, by department.
Retiree deaths and disability continuation denials will be will impact the total amounts each year.

Number of Disability Applications

DEPT	PENDING	SCD	NSCD	DENIED	TOTAL
Envirional Protection	1	0	0	1	2
General Service	2	1	0	0	3
Human Rights	0	0	0	1	1
Liquor Control	1	0	0	1	2
Corrections & Rehabilitation	1	0	0	0	1
Transportation	7	2	1	0	10
Permitting Services	1	0	0	0	1
Fire and Rescue	7	4	0	1	12
Housing & Opportunities	1	0	0	0	1
Health & Human Services	2	0	1	1	4
Police	12	7	2	1	22
Regional Service Centers	1	0	0	0	1
State's Attorney	1	0	0	0	0
SHERIFF	2	0	0	0	2
TOTAL	39	14	4	6	63

Appendix A: Budget

All items that OHR propose to do will be absorbed by the existing personnel.

Appendix B: Implementation

What We Propose to Do to Improve Performance:

Labor and Employee Relations
1. Create a more harmonious labor relations atmosphere by collaborating with departments and unions, both at the top and front line delivery of services and tools. Ongoing
2. Training of departments and advising them on the best possible management decisions to successfully avoid third party hearings. Training will begin once each of the three County Unions ratify the FY 13 negotiated agreements.
3. Move towards Interest Based Bargaining for non-economic items so that Labor and Management have a better understanding of interests and can implement those interests as items of interests are negotiated. The recently negotiated collective bargaining agreement (CBA) with MCGEO utilized a variation of interest based bargaining. For FY 14 negotiations we have full term bargaining with IAFF, and they have expressed a willingness to try this approach.
4. To prepare for negotiations, be sure that appropriate resource allocation occurs through the budget process, including resources necessary to secure top consultant and legal advice and support. On-going.
5. Through the expansion of the online performance evaluation system, OHR will monitor performance and provide guidance to managers and supervisors for consistency and to ensure accountability and be able to set performance expectation and goals. Currently designing the performance plans in the Oracle Workforce Performance Management system. By May 1, 2012 the goal is to start a phase approach to training employees on how to use the system. Once plans are in the Oracle system in FY 13, OHR will start the monitoring process.

Equal Employment Opportunity and Diversity Management
1. Monitor hiring practices at all levels of employment with an emphasis on MLS vacancies, in particular. Ongoing.
2. Consider removing "internal candidate only requirement" for vacancies where there is evidence, as there are in most vacancies, of underutilization in specific job groups. On going.
3. Implement additional items recommended by OHR's MLS Diversity Hiring team relating to preferred criteria, on-boarding, mentoring, and succession planning. OHR will convene a small workgroup of departments with active hiring schedules to determine how the process can be best modified to achieve more robust results concerning diversity at all levels of County employment. Expected completion date – June 30, 2012.

Recruitment and Selection
1. Continue to evaluate and adjust the MLS Recruitment Process as a means to improve diversity in the management team. See #3 above
2. Continue to educate departments and applicants regarding the Hiring Preference, QUEST Program, and Customized Employment Public Intern Program as and additional means to improve diversity throughout the County. On-going.
3. Implement additions to the on-boarding process to strengthen the current process. Change will be introduced incrementally between March 1, 2012 and the end of FY 12.
4. Work with departments to education, train and facilitate their awareness and knowledge of the new online employment system and requirements. On-going, there are periodic training sessions.
5. Continue to seek ways to enhance the efficiency and effectiveness of the recruitment and selection function. Ongoing

Training and Organizational Development

1. Identify staffing and fiscal resources to enable the continued expansion of the use of computer based training within the County. On-going

2. Continue to partner with members of the Interagency Training Committee to provide jointly sponsored programs and services. On-going.

3. Provide "Train-the-Trainer" program for computer software training.
   - Contacted Program Director- Montgomery College Computer Training to provide Train the Trainer Program for Computer Software Training   1/12
   - Reviewed Course Curriculum and Objectives   2/12
   - Set Date, Time, and Location of Course   3/12
   - Assign Montgomery College Instructor   3/12
   - Create Course Bulletin and input into Learning Management System   3/12
   - Publicize Course to County Employees   3/12-6/12
   - Implement and Evaluate Course   6/12

Responsive Customer Service

1. Have HR Liaison Quarterly meetings to discuss issues and concerns, Q & A, any new items being implemented, discuss ERP changes and items where there are recurrent mistakes.-Meeting scheduled for February 27, 2012. Quarterly meetings thereafter.

2. Establish call center in cooperation with MC311 to focus on employee benefit questions. On hold pending transfer of retirement administration functions to the BIT

4. Improve communications to all stakeholders. Ongoing.

5. Study the feasibility of implementing a case management IT solution for disability retirement, EEO, Labor, etc. Currently taking place. Expect completion by June 30, 2012.

6. Aligning HR functions to processes which may include reorganization in order to produce critical outcomes. Have made some changes in OMS and Benefits will continue to review in FY 13.

7. Ensure that staff responds consistently to requests from departments. On-going.

8. Continue to update SOPs. Ongoing

9. Continue with the implementation of ERP. On-going.

Appendix C: Data Development Agenda

None

ADDENDUM:

Responsive and Sustainable Leadership

1) <u>Collaborations and Partnerships:</u>

- Developed relationships with ethnic minority professional associations, fraternities, sororities, and advocates (e.g., National Black MBA Association, National Society of Hispanic MBA's, LULAC, National Forum for Black Public Administrators, Pan-Asian groups, etc.) to increase our outreach recruitment.
- Partnered with Montgomery Works and TransCen for the Customized Employment Initiative designed to place significantly disabled individuals in County positions by matching work tasks with the individual's interests, skills and competencies. Revised the Personnel Regulations to include Customized Employment Public Interns to allow participants to be considered for "employees only" positions.
- HR partnerships have been created among the various County agencies to foster both the sharing of information as well as innovative HR solutions to common issues.
- Partnered with MCGEO, UFCW, Local 1994, to establish a collaborative labor relations environment, including Rewarding Excellence/gain sharing program recognized by the Washington Post, nationally recognized pre-disciplinary settlement ADR program, facilitated leadership training with the Department of Health and Human Services, and the County-wide labor management relations committee.
- OHR earned the 2011 NACo Achievement Award "Partnering for Maximum Performance: Interagency Training Team" for its efforts as a member of the Interagency Training Team
- Matrixed labor relations function with the Department of Police to provide consistency in labor relations policy/strategy.
- Partner with Departments to hire senior fellows who have significant professional experience and who will assist the County in implementing the County Executive's priority objectives.

2) *Workforce Diversity and MFD Procurement*

Percent of MFD Utilization
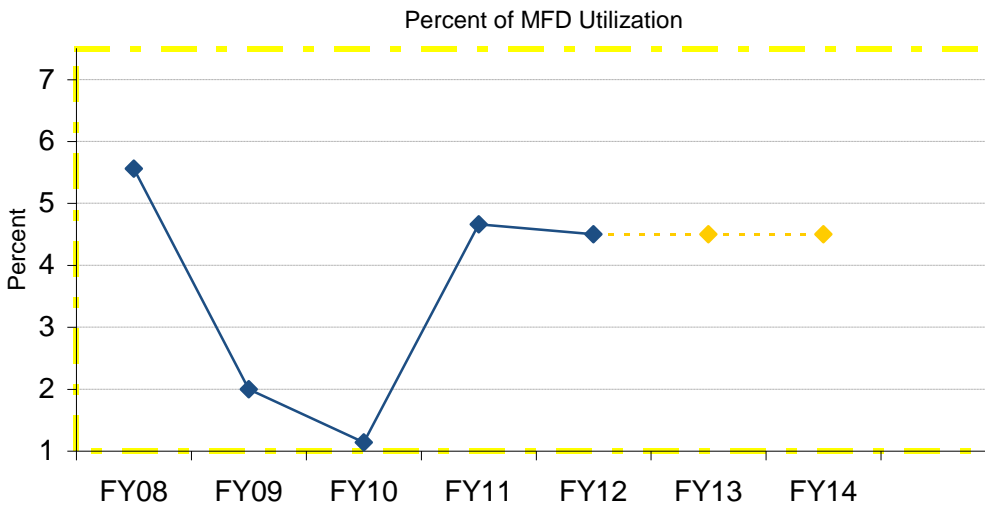
Contributing Factors:

Proactively marketed to and worked with Procurement, Economic Development, and large vendors wherever possible to determine whether they are sub-contracting to MFD companies.

Restricting Factors:

1. OHR is required to follow the procurement regulations in evaluating proposals and making awards. A number of our contracts are with large institutional health benefit or pension administration providers which greatly constrain MFD companies from applying or from having the necessary resources to successfully compete.
2. MFD availability follows a three year cycle in line with the 3 year contract duration assumption. Due to budget cuts contracts declined in FY 10 and the budget subsequently declined significantly in FY 11.

What We Propose to Do to Increase Our Rate of MFD Procurement:

OHR plans to work with Procurement and examine current contracts subject to MFD, their value and their expiration dates. However, the OHR for contracts outside of the large health contracts is smaller.

3) Innovations

- Implementation of an upgraded online application system with increased functionality. Applicants will be able to save their resumes, receive automatic notifications of postings for jobs they are interested in, save searches for jobs, and check the status of their resumes online throughout the recruitment process.
- In collaboration with DTS, designed, developed and implemented computer based training programs in the following areas: Random Moments: Performance Quality Initiative, ePerform Performance Planning and Evaluation Employee Training, and Records Retention and Management Training.
- Implementation of the disciplinary and grievance tracking system. Historical data from all departments over the last two years on grievances and disciplinary actions was migrated into the tracking system.

4) Effective and Productive Use of the Workforce/Resources:

- OHR overtime hours were 86 hours in fiscal year 2010 and 84 hours in fiscal year 2011. Therefore, the percentage decrease is 2.3 percent.
- OHR discontinued producing some of its annual reports such as the exit report which turnover information is already incorporated in the annual Personnel Management Review report.
- OHR eliminated some training programs and have partnered with other departments to present training.
- Successfully phased out Peopleclick and implemented the new iRecruitment applicant tracking system.
- Implemented the new online Open Enrollment system, which is part of the new Oracle Advanced Benefits system.
- OHR Benefits went live with two Enterprise Resource Planning systems effective January 1, 2011.
- OHR ceased classification studies of encumbered positions for the year so that the staff could focus on the consulting departments on the reorganizations throughout the County as well as create new classes and positions for departments that are more conducive to the current work environment.
- Appointed four Disability Review Panel doctors to meet legislated changes as a productivity improvement.
- OHR is leading four Rewarding Excellence/gain sharing teams from the Department of General Services and Department of Transportation, which are on track to produce a total cost savings of $189,000 per year.
- Decreased the use of paper by 41% since FY 2008.
- In 2011, Montgomery County Government earned the Alliance for Workplace Excellence *Health & Wellness Trailblazer and Workplace Excellence Awards.*

5) Succession Planning:

Number of key positions/functions in OHR Department that require succession planning.

	Manager Position	Position/Function
1	M 1	Deputy Director - Labor/Employee Relations
2	M 2	Business Operations and Performance Manager
3	M 2	Change Management and Organizational Development Manager
4	M 2	Employee Benefits, Information Management, Occupational Medical Services
5	M 2	EEO/Diversity Manager
6	M 3	Information Technology Manager
7	M 3	Training and Organizational Development Manager
8	M 3	Benefits Manager
9	M 3	Recruitment and Selection Manager
10	M 3	Police Labor Relations Manager
11	M 3	Budgeting and Administrative Services Manager

Number of identified key position/functions that have developed and implemented long-term succession planning

- Long-term succession planning for key positions/functions is under development. The plan is to temporarily promote the next employee in line until a position can be posted and a hiring of an employee can be made. Therefore OHR has a fifty percent completion rate.
- HR has developed Standard Operating Procedures (SOPs) to ensure policies and procedures are widely known, used, and kept current.
- Policy Memorandums are centralized next to SOPs on OHR shared drive
- Each Division has standing team meetings in order to share knowledge. Other teams are invited to the meetings to further share knowledge with employees in other divisions within OHR.
- Each employee works with a back up employee who can handle duties in the event that an employee is off of work.

6) Internal Controls and Risk Management:

- Implemented ERP in Core HR to ensure that only the appropriate employees and departments can approve transactions.
- An internal audit of how the County planned to process retiree payroll was performed with the recommendation of segregation of duties within OHR, between Benefits and Core HR. The results have Core HR setting up all new payees in the information technology system as well as making any demographic changes such as name and address.
- The Office of Human Resources reviewed and responded to an Internal Audit Tuition Assistance recommendations. The Internal Audit Recommendation "Tracking reimbursement receivables, cash collections, and account aging" is scheduled for implementation by 6/30/2012. All other recommendations have been implemented. All of the OHR Managers also reviewed and discussed an internal risk assessment questionnaire.

7) Environmental Stewardship:

- Used scanning capabilities more frequently
- Reviewed processes and see where we may be able to automate
- Allowed for requests to be made via email in lieu of memorandums
- Used email for leave approval
- Placed more information online instead of offering hard copy of the material, i.e., all union contracts are online.
- Encouraged information technology usage for storing information as well as more information technology solutions such as ERP.
- Discouraged printing of emails and attachments
- Encouraged email rather than faxes
- Turned off lights when not in the office and used natural sunlight when in the office
- Last employee in the office turns off all equipment, including printers

8) Mandatory Training

Department systematically monitors and actively enforces employees' mandatory and/or required trainings.

- Forty-six percent of OHR employees have fulfilled mandatory Montgomery County Government training requirements. Policies have been implemented and steps have been taken to ensure that every employee fulfill the training requirements by the end of FY 13.